

U.S. Department of Agriculture  
Washington, D.C. 20250

<b>DEPARTMENTAL ADMINISTRATION INSTRUCTION</b>		NUMBER: DA-400-1
SUBJECT: Issuance of Employee Exit Clearance Procedures	ORIGINATING OFFICE:	Office of Human Resource Mgmt.
REPLACES:	DISTRIBUTION:	All Departmental Administration Offices
APPLIES TO: All Departmental Administration Offices	EXPIRES:	When superseded or canceled
APPROVED BY: Paul W. Fiddick /s/ <i>Paul W. Fiddick</i> Assistant Secretary for Administration	EFFECTIVE DATE:	December 21, 2000

## Section

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## 1 PURPOSE

This directive prescribes policies, responsibilities, standards, and procedures for Departmental Administration (DA) employees who depart DA.

## 2 SPECIAL INSTRUCTIONS

This directive is effective upon the signature of the Assistant Secretary for Administration and can only be canceled or amended by the Assistant Secretary for Administration.

## 3 POLICY

When an employee departs DA, the respective staff office must ensure that the employee either returns or accounts for any outstanding financial liabilities and/or accountable items for which the employee is responsible. Each staff office, in coordination with the Resource Manager (RM) and the Office of Human Resources Management (OHRM), must follow a coordinated set of actions to complete check out procedures before the employee leaves DA or transfers to another staff office. These requirements may be supplemented, but not replaced.

Information must be gathered from departing employees which assists DA in determining the reasons for their departure, including whether employees are leaving because of perceived discriminatory actions or sexual harassment in the workplace. DA will use an exit interview feedback system to assist DA in determining why employees leave. The Office of Civil Rights (CR) and OHRM will: (1) develop a system of trend analysis and evaluation; (2) disseminate such information to DA managers; and (3) work with all staff offices to develop action items for inclusion in any plans to eliminate barriers to recruitment and retention, improve work environment and retain a diverse workforce.

## 4 LIABILITIES

A *financial liability* is an employee debt that includes monies owed for travel expenses and advances, advanced leave, service or training agreements, etc. An *accountable item's liability* includes any Government-owned items for which an employee is responsible; i.e., official records, charge cards, passports, ID cards, laptop computer, home use equipment, or other assigned personal property, electronic access cards, etc. Prior to departure, each employee is responsible for returning accountable items and monies owed.

If the employee cannot account for all items or if the employee owes money to the Government, the employee must arrange for settlement of these items. If a settlement arrangement cannot be reached, Staff Office Directors may

request that collection action be initiated against the employee for an outstanding debt or loss of property.

## 5 SEPARATION PROCESS

Any employee planning to leave federal service should notify his or her supervisor as soon as possible, preferably two weeks in advance of the separation date. By giving an advance notice, post-employment matters can be resolved quickly and efficiently. OHRM will notify the losing organization when an employee departs DA. Upon notification, the supervisor or designee must contact the employee personally to initiate the exit process. If practical, discussions should be in person.

The supervisor or designee must also complete and/or provide the employee with the following documents:

- a SF-52, Request for Personnel Action. The supervisor or designee must forward the SF-52 to the RM as soon as possible prior to the separation or transfer date. Timely processing of the SF-52 permits timely transfer of employee benefits and receipt of lump sum payments.
- b DA-9, Separation Forms checklist (Attachment 1). This form must be completed by OHRM staff for use in tracking the status of actions as they are processed through the system and sent to the employee. The supervisor or designee who initiates any of the processes identified on the form are encouraged to complete relevant sections and send the annotated DA-9 along with other materials that are submitted to OHRM.
- c DA -10, Employee Exit Checklist (Attachment 2). The supervisor in coordination with the RM must explain the clearance process to each separating employee and must provide guidance relative to the employee's responsibilities. The employee must then obtain appropriate signatures on DA-10 following the directions shown on the form. Individuals receiving returned items or clearing the employee will check the appropriate block (either "Yes" or "N/A"), sign, and date the form showing that any indebtedness to the Government is cleared.

If the division/office responsible for collection of the property and/or funds checks "No" (indicating that an indebtedness remains), that office must also:

- (1) Determine whether or not collection action is appropriate.
- (2) Prepare a recommendation to the Staff Office Director to either waive the liability or pursue collection. The dated signature of the Staff Office Director on the DA-10 is evidence of the final action to be taken. If collection action is recommended, the responsible office

must provide OHRM with specific information needed to begin the collection process.

- d Issues to Discuss With Employees Who Are Either Separating from Federal Service or Who Are Transferring to Another USDA or Federal Agency (Attachments 3a and 3b). The supervisor should contact each exiting employee to ensure that the employee receives information relative to the critical areas listed in these attachments prior to their departure. Each employee is encouraged to refer to the applicable attachment and to ask questions about any area that is unclear.
  - (1) For separations including retirements from the Federal Government, refer to Attachment 3a.
  - (2) For transfers from DA or within DA or to another USDA agency, refer to Attachment 3b.
  - (3) For movement from a temporary position to a permanent position, from a permanent position to a temporary position, from one DA staff office to another, or acceptance of a position overseas or in another Federal agency, issues on both Attachment 3a and 3b may apply.
- e AD-1126, USDA Exit Interview Questionnaire<sup>1</sup> (Attachment 4). This questionnaire implements the Civil Rights Action Team's recommendation to establish a process to develop trend analysis and evaluation on overall retention issues. The supervisor or designee must provide each separating, permanent employee with a copy of this questionnaire. The employee must complete and return the AD-1126 to OHRM (or mail it back in a pre-addressed, postage-paid return envelope to room 2W Whitten Building). *Please note that current or past supervisors are prohibited from collecting this data.* Completed forms must be submitted directly to OHRM. OHRM is responsible for compiling responses, sharing summary data with appropriate agency and civil rights officials, and coordinating the required annual report to the Department.

Please note that the Personnel Bulletin governing exit interviews has expired; however, OHRM is working on revising and updating the guidance in the expired bulletin. This form should be held in abeyance until OHRM revises its Exit Interview.

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<sup>1</sup> OHRM Personnel Bulletin No. 250-4, dated September 4, 1997, subject: Agency/Department Exit Interview Guidelines

## 6 RESPONSIBILITIES

The following is a summary of responsibilities:

a Staff Office Directors:

- (1) Ensure that all separating employees use the same check out procedures.
- (2) Develop internal clearance procedures according to the staff office's administrative structure and provide OHRM with all necessary forms and clearances to process separations and/or to collect outstanding debts.
- (3) Determine if collection action is appropriate for any outstanding debt or loss of property, or waive employee responsibility.
- (4) Work with OHRM and CR to develop action items for inclusion in any plans to eliminate barriers to recruitment and retention, improve work environment and retain a diverse workforce.

b Director, Office of Human Resources Management (OHRM)

- (1) Develop and maintain exit procedure policy.
- (2) Develop internal procedures for the administrative steps in Part 1 of attachment 2.
- (3) Develop internal procedures for collection of employee indebtedness via the National Finance Center (NFC) system.
- (4) Develop instructional materials and conduct training for the supervisor or designee involved in the exit process.
- (5) Initiate the process with NFC to collect for employee indebtedness relating to outstanding leave balances or other financial liabilities.
- (6) Initiate the process with NFC to collect for employee indebtedness relating to accountable property.
- (7) Collect and maintain exit interview information. Report information upon request.
- (8) Develop a system for trend analysis and evaluation relating to departing DA employees. Disseminate such information to all DA managers. Work with all DA staff offices to develop action items for inclusion in any plans to eliminate barriers to recruitment and

retention, improve work environment, and retain a diverse workforce.

b Director, Office of Civil Rights

- (1) In coordination with OHRM, develop a system for trend analysis and evaluation relating to departing DA employees. Disseminate such information to all DA managers. Work with all DA staff offices to develop action items for inclusion in any plans to eliminate barriers to recruitment and retention, improve work environment, and retain a diverse workforce.

c Director, Office of Operations

- (1) Develop internal procedures for termination of local area network (LAN) ID's, passwords, etc., for NFC as well as for other information technology (IT) access.
- (2) Develop internal procedures for the termination of NFC or National Information Technology Center (NITC) access including coordination with the stakeholders of the various systems such as the personnel, procurement, financial, administrative systems, etc.
- (3) Develop internal procedures for suspension, termination or retention of telephone lines or calling cards for exiting employees.
- (4) Develop internal procedures for the termination of travel cards and acknowledgment of any outstanding travel advances or travel vouchers.

d Director, Office of Procurement, Property and Emergency Preparedness (OPPEP)

- (1) Develop internal clearance procedures for the return of government-owned property.
- (2) Provide appropriate information to the Office of Human Resources Management (OHRM) to initiate collection of monies owed relative to government-owned property.
- (3) Provide advice to Staff Office Directors about waiver authority.

e Director, Office of Ethics (OE)

- (1) Develop internal clearance procedures for departing SES or non-career staff of any grade.
- (2) Notify SES or non-career staff of obligation to file a termination

report within 30 days of departure.

- (3) Brief each departing SES or non-career staff on the post employment restrictions that may apply to his or her next job.

f DA Budget Coordinator, Office of Planning and Coordination (OPC)

- (1) Develop clearance procedures for the clearance of financial liabilities.
- (2) Provide appropriate information to OHRM to initiate collection of monies owed relative to financial liability.
- (3) Provide advice to Staff Office Directors about waiver authority.

g Resource Managers (RM)

- (1) Develop procedures for the clearance of financial responsibilities and the return of government-owned items.
- (2) Provide appropriate information to OHRM to initiate collection of monies owed relative to government-owned property and financial liability.
- (3) Provide advice to Staff Office Directors about waiver authority.
- (4) Develop local clearance procedures to ensure compliance with safety regulations and to clear personal protection equipment.
- (5) Develop internal procedures for the collection/disconnection/reissuance of cellular phones, pagers, home office use equipment, etc. for future dissemination.
- (6) Notify the Director, Office of Ethics of a SES or non-career staff member that is departing employment.
- (7) Develop internal procedures for changing safe and door combinations or locks in coordination with the supervisor or their designee.

h Supervisor or their Designee

- (1) Ensure that each separating employee has completed all appropriate forms and that all employee questions have been answered.
- (2) Refer appropriate questions to applicable representative.



- (3) Notify RM of outstanding service agreements.
- (4) Notify OPPEP and RM of any unreturned Government property or financial liabilities.
- (5) Conduct appropriate leave audits and notify RM of outstanding leave balances prior to payment of final time and attendance (T&As).
- (6) Submit required documents to RM as indicated on forms DA-9 and DA-10 (Attachments 1 and 2, respectively).
- (7) Notify Resource Manager if it is necessary to change safe and door combinations or locks.

#### i Employees

- (1) Notify supervisors of a planned separation date as soon as known.
- (2) Return any Government-owned accountable items prior to separation.
- (3) Arrange for repayment of any outstanding debts.
- (4) Clear all items on form DA-10 (Attachment 2) through designated officials.
- (5) Review "Issues to Discuss With Employees Who Are Separating from Federal Service" (Attachment 3a) and/or "Issues to Discuss With Employees Who Are Transferring to Another USDA Agency" (Attachment 3b) and refer questions to the supervisor or designee.
- (6) Complete form AD-1126, "USDA Exit Interview Questionnaire" (Attachment 4) and return it to OHRM.

## 7 ACCOUNTABILITY

The Staff Office Director will be held accountable for ensuring that an exiting employee properly adheres to the clearance process.

Paul W. Fiddick  
Assistant Secretary for Administration



DA-9 (3/00)

U.S. Department of Agriculture  
Departmental Administration

## SEPARATION FORMS CHECKLIST

Employee Name \_\_\_\_\_ Type of Action \_\_\_\_\_ Effective Date \_\_\_\_\_

**INSTRUCTIONS:** OHRM staff is responsible for completing and filling out this form. The supervisor and resource manager who initiate any of these processes are encouraged to complete relevant sections and include with other materials submitted to OHRM for processing.

TYPE OF DOCUMENT		DATE COMPLETED	DATE SENT TO OHRM	DATE SENT TO EMPLOYEE
<b>• GENERAL FORMS</b>				
DA-9	Separation Forms Checklist			
DA-10	Employee Exit Checklist			
AD-1126	USDA Exit Interview Questionnaire			
SF-50-B	Notification of Personnel Action			
SF-293	Notice to Separated Employee . . . Disposition of OPF			
AD-349/1024	Employee (Change of) Address			
AD-435	Performance Appraisals			
SF-312	Classified Information Nondisclosure Agreement			
AD-581	Lump Sum Leave or Compensatory Time Payments			
AD-717	Audit for Leave Year(s) _____			
AD-815	Post Employment Restriction Notice			
<b>• RETIREMENT FORMS</b>				
SF-2802	Application for Refund of Retirement Deductions CSRS			
SF-2808	Designation of Beneficiary CSRS			
SF-3102	Designation of Beneficiary FERS			
SF-3106	Application for Refund of Retirement Deductions FERS			
TSP-BK01	TSP Withdrawal Information (Employee Package)			
<b>• LIFE INSURANCE FORMS</b>				
SF-2825	Portability Notice			
<b>• HEALTH INSURANCE FORMS</b>				
FEHB TCC Letter				
SF-2809-A	FEHB, Federal Employees Health Benefits Program			
RI79-27	Temporary Continuation of Coverage (TCC) under FEHB			
SF-2810	Notice of Change in Health Benefits Enrollment			
<b>• UNEMPLOYMENT FORMS</b>				
SF-8	Notice to Federal Employee About Unemployment Insurance			
FRICK-U88Z	UCFE Frick Company Employee Separation Form			

Signature \_\_\_\_\_ Date \_\_\_\_\_

**NOTE: File Completed Sheets Only -- OPF (Left Side)**

DA-10 (3/00)

U.S. Department of Agriculture  
Departmental Administration  
**EMPLOYEE EXIT CHECKLIST**

1. EMPLOYEE

2. ORGANIZATIONAL UNIT

3. SEPARATION DATE

**INSTRUCTIONS:** The supervisor or their designee is responsible for ensuring that all items in Parts I - VI are checked. Any items marked as “no” under cleared should be identified in Part VII. The supervisor or their designee must obtain authorization and signatures for all items listed in Part VII. Once the status of all items has been resolved, the resource manager completes Part VIII and forwards this form to the Office of Human Resources Management.

ITEM	ACTION	CLEARED			CLEARED THRU (Name/Office)	SIGNATURE	DATE
		YES	NO	N/A			

**PART I - ADMINISTRATIVE**

1. Request for Personnel Action (SF-52)	Complete and forward to Resource Management (RM).						
2. Leave Audit (AD-717)	Complete and forward to Resource Management (RM).						
3. Lump-sum Payments (AD-581)	Complete and forward to RM						
4. Official Listings (phones & assorted directories)	Complete AD-349 and/or AD-1024 and forward to RM.						
5. Last T&A	Timekeeper must mark the last T&A as final forward with SF-52 to RM.						
6. AD-11 26, Exit Questionnaire	Collect and forward to OHRM. (Confidential)						

**PART II - IDENTIFICATION/PROPERTY**

1. USDA Photo ID Card	Collect and submit to RM.						
2. Official Government Passport and/or Visa	Return to the DA Travel office.						
3. Accountable Property (Computers, Cell phones, home use equipment, etc.)	Ensure that all property has been returned.  Contract warrants have been terminated. Passwords/IDs have been terminated. (Supervisor)						
4. Other Accountable Items (keys, manuals, parking permits, etc.) Transit Subsidy	All accountable items have been returned. (Supervisor)						
5. Telephone Numbers: _____	Suspend, Keep or Terminate (Supervisor, circle)						
6. Reference Materials (Smart Ctr., Library, etc.)	All reference materials have been returned (Supervisor).						
7. Personal Protection and Safety and Health	Ensure compliance, and clear equipment (Supervisor).						
8. Electronic Access Card(s) (Building, Elevator, Parking, etc.)	Collect and return to RM.						

ITEM	ACTION	CLEARED			CLEARED THRU (Name/Office)	SIGNATURE	DATE
		YES	NO	N/A			
<b>Part III - FINANCIAL</b>							
1. Travel Advance	Ensure that no travel advances are outstanding. (Travel Office)						
2. Travel Voucher	Ensure that no travel vouchers are outstanding. (Travel Office)						
<b>PART IV - SERVICE AGREEMENTS</b>							
1. First Duty Station/ Relocation Bonus	Verify that agreement has been fulfilled (Travel Office).						
2. Transfers/Relocations/ Bonus	Verify that agreement has been fulfilled (Travel Office).						
3. Long-Term Training (1890, Math Stat, etc.)	Verify that agreement has been fulfilled (RM).						
<b>PART V - CHARGE CARDS</b>							
1. Travel Charge Card	Return to the Travel Office.						
2. PCMS Purchase Card	Return to RM.						
3. Supply Cards (Central Supply Store - HQ)	Return to RM.						
4. FTS 2001 / International Calling Card	Return to RM.						
5. Convenience Checks	Return to RM.						
<b>PART VI - SECURITY</b>							
1. Debriefing	Complete SF-312; contact USDA Sec Ofcr for "SCI" Debriefing.						
2. ADP access	Contact IRD or helpdesk. Contact LAN/e-mail administrator (RM).						
3. NFC access	Contact IRD or helpdesk. Contact LAN/e-mail administrator (RM).						
4. Classified Materials	Arrange to change safe and door combinations (Supervisor).						
5. Official Records	Supervisor must make sure records have not been removed.						
6. Office Doors, Files, Desk keys	Change locks, return keys, etc (Supervisor).						
7. Official Authorizations	Rescind employee's authorization to act for the staff office (e.g. property passes, open travel authorizations, certifying officers, etc.) (RM).						
<b>PART VII - ITEMS NOT CLEARED (LIST SPECIFIC STATUS AND ACTION(S) TO BE TAKEN)</b>							
ITEM	STATUS	ACTION		SIGNATURE OF STAFF OFFICE HEAD (OR DESIGNEE)			
1.		<input type="checkbox"/> Waive	<input type="checkbox"/> Collect				
2.		<input type="checkbox"/> Waive	<input type="checkbox"/> Collect				
<b>PART VIII - TO BE COMPLETED BY THE RESOURCE MANAGER ONCE ALL ITEMS HAVE BEEN CHECKED.</b>							
Signature: _____				Date: _____			

ITEM	ACTION	CLEARED			CLEARED THRU (Name/Office)	SIGNATURE	DATE
		YES	NO	N/A			

Attachment 3a

## ISSUES TO DISCUSS WITH EMPLOYEES WHO ARE SEPARATING FROM FEDERAL SERVICE

### 1 HEALTH BENEFITS COVERAGE

- Is employee covered?
- Is employee carrying FEHB into retirement?
- Was 31-day extension of coverage explained?
- Was temporary continuation of coverage (TCC) explained? Was TCC letter issued?
- Was conversion privilege explained?
- Was SF-2810 (or the equivalent) given to employee?

### 2 LIFE INSURANCE

- Is employee covered?
- Is employee carrying FEGLI into retirement?
- Was 31-day coverage explained?
- Was conversion privilege explained?
- Was SF-2819 given to employee?
- Was SF-2821 completed?

### 3 THRIFT SAVINGS PLAN

- Was employee participating in TSP?
- Were options discussed?
- Was withdrawal packet given to employee? Interfund transfer?
- Was TCC website provided?

### 4 SICK LEAVE

- Did employee have sick leave? Advanced sick leave?
- If employee is resigning, was employee informed that sick leave will always be recreditable should employee return to Federal service.

## **5 ANNUAL LEAVE/COMPENSATORY LEAVE/CREDIT LEAVE**

- Did employee have annual leave or advanced annual leave?  
Compensatory leave? Credit leave?
- Was lump sum payment for leave explained?
- If leaving in the middle of a pay period:
  - For Full time -- no leave will be accrued
  - For Part time -- leave is prorated for number of hours worked

## **6 REFUND OF RETIREMENT**

- Was the employee given information on refund of retirement? Was the process explained?
- Was SF-2802 or RI 83-13 (CSRS) given to employee (upon request)?
- Was SF-3106 or RI 90-11 (F) given to employee (upon request)?
- Was CSRS/F refunded service explained?

## **7 PAYROLL CHANGE**

- Was leave and earnings statement explained? (Where to look for changes made to benefits, etc.)
- Was last paycheck discussed? (Expected date of receipt, estimated amount, unapplied allotments, etc.)
- Do we have correct mailing addresses for last paycheck, W-2s, documents, etc.
- Will bank account remain open for final paycheck and lump sum payment of annual leave? If EFT utilized, will bank account remain open for final check from current staff office and lump sum payment of leave?
- Has employee provided changes of address?

## **8 MISCELLANEOUS ISSUES: The following issues should be explained if they apply to the separating employee:**

- Worker's Compensation
- Unemployment Compensation (SF-8)
- Social Security/Medicare Benefits
- Reinstatement Eligibility
- Reemployment Rights
- Post-Employment Restrictions
- Termination Public Financial Disclosure Report
- Time-Off Award (If you leave Federal Government or move to another staff office outside of USDA, any time not used is forfeited.)
- Was collection process for indebtedness explained?
- Does the employee have a contact name and phone number?



## **ISSUES TO DISCUSS WITH EMPLOYEES WHO ARE MOVING TO ANOTHER GOVERNMENT AGENCY**

### **1 HEALTH BENEFITS COVERAGE**

- Is employee covered?
- Was automatic transfer of coverage to new agency explained?
- If during open season time frame and a change has been requested, was employee informed that the new election has been forwarded to the new agency and that the employee should verify that the change occurs in PP-01.

### **2 LIFE INSURANCE**

- Is employee covered?
- Was automatic transfer of coverage to new agency explained?
- If during open season time frame and a change has been requested, was employee informed that the new election has been forwarded to the new agency and that the employee should verify that the change occurs on time.

### **3 THRIFT SAVINGS PLAN**

- Was employee participating in TSP?
- Was automatic transfer of election(s) to new agency explained?
- If during open season time frame and a change has been requested, was employee informed that the new election has been forwarded to the new agency and that the employee should verify that the change occurs on time.

### **4 ANNUAL & SICK LEAVE**

- Was employee eligible to earn annual and/or sick leave? If so, explain that balance(s) transfer(s) to the new agency and when.
- Was employee advanced annual and/or sick leave?

### **5 COMPENSATORY LEAVE & CREDIT LEAVE**

- Did employee have Compensatory leave? credit leave?
- Was lump sum payment for credit and Compensatory leave explained?

## 6 PAYROLL CHANGE

- Was leave and earnings statement explained? (Where to look for changes made to benefits, etc.)
- Was last paycheck discussed? (Expected date of receipt, estimated amount, unapplied allotments, etc.)
- Were W-2s explained?
- Mailing address change for last paycheck from current agency and any other correspondence that may be necessary?
  - If EFT utilized, will bank account remain open for final check from current agency and lump sum payment of any credit/Compensatory leave?
  - If applicable, was transfer of CFC and/or savings bonds to the new agency explained?

## 7 MISCELLANEOUS ISSUES: The following issues should be explained if they apply to the separating employee:

- Reinstatement Eligibility
- Reemployment Rights
- Post-Employment Restrictions
- Time-off Award (Unused hours may be transferred *if* the new supervisor agrees to accept the balance. If not, the balance is forfeited.)
- Was the collection process for indebtedness explained?
- Does the employee have a contact name and phone number?

## USDA EXIT INTERVIEW QUESTIONNAIRE

**Instructions:** We ask each employee who leaves the agency to provide feedback about his or her employment. This information will enable us to identify where improvements should be made in various agency programs and/or work practices. Your participation is voluntary.

*All responses are kept confidential.*

**Part I - Reasons for Leaving:** ☐ DA**Staff Office:**

Indicate which best describes how important each of the following reasons was in your decision to leave the organization. Please circle ONE response for each.

**1 - Important**  
**2 - Neither Important nor Unimportant**  
**3 - Unimportant**

- |    |   |   |   |   |
|----|---|---|---|---|
| 1  | Desire to pursue non-work interests   | 1 | 2 | 3 |
| 2  | Desire change to different type work  | 1 | 2 | 3 |
| 3  | Desire to earn more money   | 1 | 2 | 3 |
| 4  | Desire to continue formal education   | 1 | 2 | 3 |
| 5  | Desire a move to different location   | 1 | 2 | 3 |
| 6  | Desire to work close to home  | 1 | 2 | 3 |
| 7  | Desire to advance career  | 1 | 2 | 3 |
| 8  | Desire more meaningful work   | 1 | 2 | 3 |
| 9  | Retirement benefits   | 1 | 2 | 3 |
| 10 | Health benefits   | 1 | 2 | 3 |
| 11 | Leave benefits  | 1 | 2 | 3 |
| 12 | Changes to retirement   | 1 | 2 | 3 |
| 13 | Reorganization  | 1 | 2 | 3 |
| 14 | Inconsistent policies   | 1 | 2 | 3 |
| 15 | Management/employee cooperation   | 1 | 2 | 3 |
| 16 | Organization becoming too political   | 1 | 2 | 3 |
| 17 | Working conditions/safety   | 1 | 2 | 3 |
| 18 | Working hours/shifts  | 1 | 2 | 3 |
| 19 | Opportunity to participate in decisions   | 1 | 2 | 3 |
| 20 | Red tape  | 1 | 2 | 3 |
| 21 | Job stress  | 1 | 2 | 3 |
| 22 | Personal health problems  | 1 | 2 | 3 |
| 23 | Difficulties in getting adequate day care   | 1 | 2 | 3 |
| 24 | Training  | 1 | 2 | 3 |
| 25 | Opportunities for advancement   | 1 | 2 | 3 |
| 26 | Promotional practices   | 1 | 2 | 3 |
| 27 | My job was moved geographically   | 1 | 2 | 3 |
| 28 | Management wanted to fire or demote me  | 1 | 2 | 3 |
| 29 | Support, e.g., equipment, etc.  | 1 | 2 | 3 |
| 30 | Recognition   | 1 | 2 | 3 |
| 31 | Morale of work group  | 1 | 2 | 3 |
| 32 | Relationship with supervisor  | 1 | 2 | 3 |
| 33 | Discrimination based on sex, race, age, etc.  | 1 | 2 | 3 |
| 34 | Other: _____  | 1 | 2 | 3 |
| 35 | Of the reasons listed above, what was your number one (1) reason for leaving?____ (Give the number) |   |   |   |

**Part II - General attitude about your Agency/Department:**

Indicate which best describes your feelings about the following factors. Please circle ONE response for each.

- 1 - Strongly Satisfied**  
**2 - Satisfied**  
**3 - Neither Satisfied or Dissatisfied**  
**4 - Dissatisfied**  
**5 - Strongly Dissatisfied**

- |    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
| 1  | Agency's policies or procedures .....   | 1 | 2 | 3 | 4 | 5 |
| 2  | Cooperation and participation between managers/supervisors/employees ...  | 1 | 2 | 3 | 4 | 5 |
| 3  | Ability to communicate, discuss, and resolve concerns and complaints with supervisors or managers .....   | 1 | 2 | 3 | 4 | 5 |
| 4  | Working conditions (e.g., space, heat, furniture, equipment, support, etc.) ...   | 1 | 2 | 3 | 4 | 5 |
| 5  | Opportunity to participate and utilize skills on task forces, collateral duty or detail assignments .....   | 1 | 2 | 3 | 4 | 5 |
| 6  | Training and development opportunities .....  | 1 | 2 | 3 | 4 | 5 |
| 7  | Opportunities for advancement .....   | 1 | 2 | 3 | 4 | 5 |
| 8  | Promotion practices .....   | 1 | 2 | 3 | 4 | 5 |
| 9  | How the discrimination process based on race, color, gender, age, national origin, disability, political affiliation, religion, marital, family status, sexual orientation or retaliation for having participated in activity protected by various civil rights statutes is handled ..... | 1 | 2 | 3 | 4 | 5 |
| 10 | How sexual harassment issues are handled .....  | 1 | 2 | 3 | 4 | 5 |
| 11 | Fair and equal recognition for work accomplishments .....   | 1 | 2 | 3 | 4 | 5 |
| 12 | Organizational changes or reorganization .....  | 1 | 2 | 3 | 4 | 5 |
| 13 | Other factors:  |   |   |   |   |   |

- |   |   |           |          |
|---|---|-----------|----------|
| A | Would you return to the Agency? .....                                     | Yes _____ | No _____ |
| B | Would you recommend the Agency to a friend as a good place to work? ..... | Yes _____ | No _____ |
| C | Were you satisfied with your work experience at your Agency? .....        | Yes _____ | No _____ |
| D | Could anything have been done to prevent you from leaving? .....          | Yes _____ | No _____ |
- (If yes, please explain.)

Explanations/Comments:

**Part III - Data Analysis Information (Strictly voluntary):**

Your responses to these questions are important. The information will be used for analysis and descriptive purposes only. Your responses to the questions will not be separated out individually.

- |   |                          |  |  |   |   |
|---|--------------------------|--|--|---|---|
| A | PAY SYSTEM:              | <input type="checkbox"/> ES                            | <input type="checkbox"/> GS/GM                           | <input type="checkbox"/> WG/WL/WS                       | <input type="checkbox"/> Other  |
| B | PAY GRADE RANGE:         | <input type="checkbox"/> 1-5                           | <input type="checkbox"/> 6-8                             | <input type="checkbox"/> 9-12                           | <input type="checkbox"/> 13 & above (inc. SES)                        |
| C | GENDER:                  | <input type="checkbox"/> Female                        | <input type="checkbox"/> Male                            |   |   |
| D | LENGTH OF SERVICE:       | <input type="checkbox"/> Under 1 year                  | <input type="checkbox"/> 1-3 yrs                         | <input type="checkbox"/> 4-15 yrs                       | <input type="checkbox"/> 16-20 yrs <input type="checkbox"/> 21 & over |
| E | ETHNIC GROUP:            | <input type="checkbox"/> American Indian/Alaska Native | <input type="checkbox"/> Asian American/Pacific Islander |   |   |
|   |                          | <input type="checkbox"/> Black                         | <input type="checkbox"/> Hispanic                        | <input type="checkbox"/> White (not of Hispanic origin) | <input type="checkbox"/> Other  |
| F | PERSON WITH A DISABILITY | <input type="checkbox"/> Yes                           | <input type="checkbox"/> No                              |   |   |

THANK YOU FOR YOUR PARTICIPATION!